

RESEARCH ARTICLE

"Turnover intention" among foreign lecturers in one of the universities in Malaysia: An investigation into the leading factors

Seeni Mehraj Begam Binti V.K.S. Vyzul Karnine^{1,2,*}, Ismail Hussein Amzat¹, Abdul Shakour Duncan Preece¹, Ercan Kiziltas¹, Ayesha Sheddika Khandakar¹, Siti Salmiah Binti Muhammad^{1,3}

ABSTRACT

The current research aims to investigate the internal and external factors influencing faculty turnover intention, with attention to foreign lecturers, among faculty members in one of the universities in Malaysia. The intention of a person to leave their current employment can be referred to as turnover intention. Previous analyses have revealed these ideas to be an employee's desired strategy for quitting their current job and looking for another one. Job security, supervisor support, remuneration satisfaction, job autonomy, key performance indicators (KPI) achievability, and job satisfaction are the different factors that influence employees' intentions to leave their jobs. The finding indicates that structural factors including job autonomy, remuneration satisfaction, and KPI achievability contributed to the explanation of turnover intention. These variables play a more significant part in influencing foreign lecturers' decisions to quit and move to a better job opportunity.

Keywords: turnover intention; job security; supervisor support; compensation; job satisfaction

1. Introduction

Management scholars and practitioners have studied the issue of employee turnover for many decades, and it remains a critical issue^[1]. People leave and change their jobs and organizations because it is comfortable for them. Turnover intention is one's intention to leave the job or organization.

The likelihood of an employee leaving the current job he or she is doing is referred to as turnover intention^[2]. Employee turnover includes voluntary turnover, such as resignation, or retirement, and involuntary turnover, such as termination, discharge, dismissal, or demise. Based on the literature review, turnover intention has been influenced by various factors, such as organizational commitment, job satisfaction, leadership, job performance, and benefits obtained.

Turnover intention is a silent danger that exists in every organization, regardless of the type or its activities. The study^[3] revealed that an organization could face tremendous losses due to employee turnover. Educational

ARTICLE INFO

Received: 4 July 2023 | Accepted: 18 September 2023 | Available online: 21 December 2023

CITATION

Vyzul Karnine SMBBVKS, Amzat IH, Preece ASD, et al. "Turnover intention" among foreign lecturers in one of the universities in Malaysia: An investigation into the leading factors. *Environment and Social Psychology* 2024; 9(2): 1894. doi: 10.54517/esp.v9i2.1894

COPYRIGHT

Copyright © 2023 by author(s). *Environment and Social Psychology* is published by Asia Pacific Academy of Science Pte. Ltd. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (https://creativecommons.org/licenses/by/4.0/), permitting distribution and reproduction in any medium, provided the original work is cited.

¹ Kulliyyah of Education, International Islamic University Malaysia, Kuala Lumpur 53100, Malaysia

² General Studies Department, Sultan Salahuddin Abdul Aziz Shah Polytechnic, Persiaran Usahawan, Seksyen U1, Shah Alam 40150, Malaysia

³ Faculty of Major Language Studies, Islamic Science University of Malaysia, Bandar Baru Nilai, Nilai 71800, Malaysia

^{*} Corresponding author: Seeni Mehraj Begam Binti V.K.S. Vyzul Karnine, mehrajraff@gmail.com

institutions are among the organizations being threatened when their employees and faculty members think of leaving their jobs. The study^[4] showed that one of the most important assets in a higher educational institution is its lecturers.

However, there is an increasing rate of turnover in the education sector due to dissatisfaction among lecturers^[5]. Thus, negative impacts emerge from a decline in performance, which deteriorates the quality of education^[6]. The studies^[7–9] affirmed that the turnover intention is unhealthy; it affects the growth and development of an organization and productivity. This is also raising the need to improve education quality^[10]. The study^[11] claimed that the impact of turnover intention is the weakening of work enthusiasm and the slowing down of an organization's development. This is an alarming indicator of more damage to the productivity of an organization and the economy of a nation. Thus, the issue of turnover is critical^[12].

Faculty members' inclinations to quit or stay correlate with several different criteria. One of the current study projects is looking into the intent of employees to leave their jobs at one of the higher education institutions in Malaysia. The focus of the current study is on the factors that influence faculty members' intentions to leave the higher education institution.

The study identifies the factors that influence employees' ideas about leaving their employers and makes an effort to comprehend the phenomena of faculty members' intention to resign. One of the most important markers of actual turnover is the employee's intention to leave the job, which indicates an important predictive component. Hence, this research focuses on turnover intention rather than actual turnover.

Today, the education sector, which affects a nation's economy, determines human knowledge and living conditions. As a result, the importance of the education sector has expanded compared to the past, which has raised the pressure and stress on educators and caused them to adopt a turnover mind-set. The problems with turnover are typically widespread, and there are too many potential influences on turnover intentions.

This research aims to illustrate the effect of turnover among foreign lecturers at the university on the staff, faculty, and operations. Through this study, the remarkable factors affecting lecturers' turnover intention in public or private universities will guide and assist academic researchers. The factors cannot be a standard measurement for everyone as each individual has a different personality, values, and mind-set. Therefore, this research seeks the most significant data about the aspects that influence foreign lecturers' turnover intention at one of the universities in Malaysia and at the same time contribute in a positive way to enhance the importance of addressing this issue.

There are two main objectives for this research. The first objective in this study is to describe the factors that contribute to turnover intention among foreign lecturers at one of the universities in Malaysia. The second objective in this study is to develop new strategies, which will contribute to the university's human resources in the retention of foreign lecturers through new policies.

The problem that emerges is when the recent economic crisis has affected many public and private universities in Malaysia. This scenario has led to an increase in the level of stress among academic staff in Malaysia and it has caused the emergence of turnover intention among lecturers in public and private universities from various studies. The increasing rate of turnover among foreign lecturers is worrying. However, the causes of turnover intention among foreign lecturers in Malaysian universities are unexplored in depth. Hence, there is a need to investigate the cause of this turnover intention among foreign lecturers in one of the universities in Malaysia.

This study investigated the aspects of the foreign lecturer's well-being such as gratuity, tuition fees for kids, and house allowances. The high turnover intention among foreign lecturers may harm the university's

ranking, student motivation, and the university's academic success. Therefore, the administration of the institution should take action to stop this problem. The goal of this study is to identify the primary driving forces and assist management in universities in preventing foreign instructors from leaving those institutions. By implementing appropriate retention methods, colleges are supposed to decrease the intention to turnover among lecturers^[13].

Therefore, this research aims to describe the factors that contribute to turnover intention among foreign lecturers at one of the universities in Malaysia. Also aims to develop new strategies that will contribute to the university's human resources in the retention of foreign lecturers through new policies. With these objectives, this research answers the following questions:

- 1) How the foreign lecturers perceive the university's well-being in terms of welfare, accommodation, and other fringe benefits
- 2) What are the main factors contributing to the sense of leaving the university among foreign lecturers?

1.1. Proposed conceptual framework

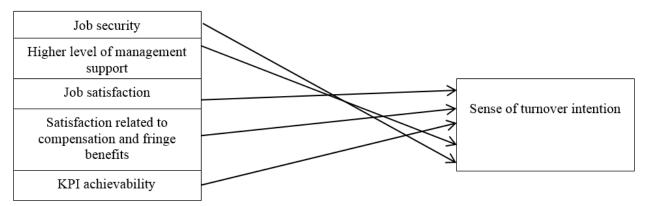


Figure 1. Model of proposed conceptual framework.

1.2. The five independent variables proposed in the conceptual framework are as follows:

- 1) Job security.
- 2) Higher level of management support.
- 3) Job satisfaction.
- 4) Satisfaction related to compensation and fringe benefits.
- 5) KPI achievability.

Thus, this study shows a proposed conceptual framework (**Figure 1**) to investigate the significant relationship of the independent variables with the turnover intention of foreign lecturers in one of the universities in Malaysia.

2. Literature review

One of the serious issues that emerged from the literature is turnover, and in the studies that exist, there is a lack of comprehensive variables^[14]. Growing pressure on the universities has led to most of the universities in Malaysia affected by the problem of turnover. Therefore, this issue needs attention and implement necessary changes.

Turnover intention influences the actual turnover. Hence, turnover intention is one-step removed from actual turnover^[14]. One of the robust predictors of employee turnover intention is behavioural intention

compared to job satisfaction. The study^[15] affirmed that in intention, there is an important link between satisfaction, commitment, involvement, and turnover.

Another point regarding the opportunity in an organization could be one of the reasons for the turnover. Previous studies^[16,17] claimed that the attitude of an individual who decides to leave an organization could be referred to as turnover intention. The study^[18,19] reported that turnover is based on an intention that determines the actual behaviour to voluntarily quit an organization.

The study^[20] stated that an employee who separates himself psychologically from that organization indicates the employee wants to quit his job. The way a worker feels about his or her employment is a key factor in predicting if that person intends to leave, and those intentions show whether that person will depart the company. The decision to quit is crucial and it is the result of significant consideration^[21]. Additionally, staff turnover frequently disrupts the organization's ongoing operations, can delay crucial projects, and can be problematic when departing employees are part of a team.

According to the research mentioned above, turnover occurs when people leave their company, while the employee's desire to leave their current job and seek out a new one in the future is turnover intention. One of the elements influencing the inclination to leave a job is job satisfaction. The study^[22] affirmed that work satisfaction influences one's behaviour regarding the intention to discontinue a job, while discontent with a job may lead employees to look for new employment opportunities. The study^[23] discovered that the likelihood of leaving a job increases when one is dissatisfied with the pay one receives. Higher job satisfaction will diminish one's desire to leave an organization.

The study^[24] stated that collaboration with co-workers, the actual work, promotions, the calibre of supervision, and salary all have an impact on job satisfaction, which in turn influences turnover. Thus, a rise in the level of job satisfaction can lead to a diminishing rate of employees who want to leave an organization. Employees will stay with an organization longer if they are satisfied because they will feel good about and loyal to it. The study^[25] also discovered a negative and significant relationship between job satisfaction and intent to leave. The study^[26] also found that the desire to leave a job is been impacted negatively by job satisfaction as measured by compensation, the nature of the work, and supervision. In a similar vein, the study^[23] noted that there is a strong negative correlation between facets.

The study^[27] stated that two categories of variables affect a worker's job satisfaction namely (1) motivators, and (2) hygiene. Extrinsic or hygienic factors are things like money, job stability, working environment, supervision, and interpersonal interactions. Intrinsic elements are things like accomplishment, acknowledgement, the job itself, accountability, and improvement. The study^[27] indicated that these motivators are inner variables that result in job satisfaction, whereas hygiene is an extrinsic aspect of the job that may cause job discontent. The study^[27] stated in Herzberg's theory, that intrinsic elements at work serve as a greater source of motivation for people than extrinsic ones, The theory added that an individual needs toward self-actualization in his job are met and he will be satisfied due to elements that cause positive workplace behaviours.

The study^[28] stipulated five factors that influence job satisfaction: success, acknowledgement, the job itself, accountability, and improvement. Herzberg^[28] also highlighted eleven elements that, if insufficient, could result in job discontent, including compensation, growth potential, and interpersonal interactions with peers, superiors, and subordinates, status, supervision, business policy, working circumstances, and personal life.

The study^[29] showed that Herzberg's two-factor theory is used to identify and analyse the motivating elements or components for contentment at work and the demotivating elements or components of discontent at work that affect employees' thoughts about leaving their jobs.

In conclusion, the literature analysis presented above demonstrates that job satisfaction affects employees' intentions to discontinue a job in an organization; higher levels of job satisfaction reduce this tendency. An employee will have less of a need to leave the company the more content they are with their work. Because it examines a considerable portion of turnover intention, which includes factors that affect the employee turnover rate, this theory is important to this research.

3. Methodology/Materials

The study^[20] stated that businesses should conduct routine employee attitude surveys to gauge employee job satisfaction, workplace issues, and departure intentions to take preventative measures for improvement. However, this study employed semi-structured interviews. The interviewer does not rigidly adhere to a predetermined set of questions in a semi-structured interview. Open-ended questions were added and used in an additional dialogue sessions. Thus, a simple question-and-response approach is not used.

Even though the interviewer prepares a list of questions, they were not asked or discussed in sequence but were used to direct the conversation. Sometimes, the interviewer will just prepare an interview guide, which is a set of general questions to be asked.

In a semi-structured interview, the respondents are required to react to open-ended questions on particular topics to receive in-depth information. The interview guide's questions include a central inquiry and other questions that were connected to it and that get better as the conversation goes on^[30].

The respondent will answer in a way that keeps the interview focused on the planned course of action, as well as optimizing the time used for this interview. Thus, it makes this method is the most appropriate for this research. To have the data collected more effectively, the interview was recorded, transcribed, and coded.

The informal semi-structured style of interview is the most appropriate method because it will lower the respondent's level of anxiety. This suggests the researcher build a rapport with the respondent before the interview to provide the most suitable atmosphere between the researcher and the respondent. Every research technique has privileges and drawbacks. In additional an interview guide is a schematic presentation of questions or subjects that need to be examined by the interviewer. This is because it is vital to keep the respondents interested and focused on the issue.

Furthermore, a semi-structured interview is also the most widely utilised interview technique in qualitative research^[31].

A semi-structured interview offers access to participants' thoughts and perceptions about specific issues. This method is seen as suitable to answer the first research questions, which are:

- 1) How the foreign lecturers perceive the university's well-being in terms of welfare, accommodation, and other fringe benefits?
- 2) What are the main factors contributing to the sense of leaving the university among foreign lecturers?

3.1. Qualitative phenomenological

This study used a qualitative phenomenological approach. The study^[32] showed a methodology that describes the phenomenon experienced by an individual is referred to as phenomenological. The objective was to focus on what informants had in common, lived experiences^[30].

3.2. Participants

The study involves ten foreign lecturers randomly from one of the universities in Malaysia who responded to the interview questions provided.

Purposive criterion sampling was used, and participants were selected randomly among foreign lecturers to receive in-depth and rich information.

3.3. Data collection

A permission letter was given to each foreign lecturer in the university in order to conduct the research. The instrument was improved, and the interview questions, which tested the degree of turnover intention, were distributed among the lecturers who agreed to participate in this research. Next, lecturers who permitted the research were selected as shown in **Table 1** to be the targeted samples to engage in the interview process of this study.

Participant	Country	Age	Faculty
Participant 1	Bangladesh	44	English language & literature
Participant 2	Bangladesh	46	Political science
Participant 3	India	65	Islamic studies
Participant 4	Yemen	62	Education
Participant 5	Albania	50	Political science
Participant 6	Nigeria	45	Economy
Participant 7	Yemen	39	Banking and Finance
Participant 8	Pakistan	33	Psychology
Participant 9	Russia	47	Economy
Participant 10	Turkey	52	Economy

Table 1. Demographic profile of participants.

Later, the selected samples were contacted to ask for the preferred time and venue to conduct interviews. Before the scheduled interview day, a reminder was made through email and the samples were informed through the WhatsApp application to make sure they were well informed. Before the interview began, informed consent was given to the participants, and an explanation was provided once requested by the interviewees, who later acquired each of their signatures. Each of the participants was assured that all of their written and verbal recorded information would be kept confidential. Some of the interviews were written and some were recorded after gaining permission from the participants. The obtained data were transcribed verbatim into English transcripts.

3.4. Data analysis

In this current study, the obtained data were analysed and compared. For the analysis process, once the researchers read the interview transcripts, the coding process (open coding) that appeared to address the research questions then followed the process. After the open codes were created, the process of grouping the open codes began (analytical coding or axial coding). Next, sub-themes were created based on the analytical coding, and themes were determined from those sub-themes. This process determined the themes that characterized the essence of the meaning of foreign lecturers' turnover intention from the perspectives of these participants.

3.5. Interview protocol

Data processing is one of the crucial steps for a researcher to finish their research. Data processing is divided into four steps: data coding, data editing, data verification, and data transcription. The information that was gathered from the respondents' responses to the interview questions as shown in **Table 2** can be transformed into useful data.

Table 2. Sample interview questions were given to the participants or informants.

Constructs	Source	Sample questions	
Job security	[33]	1. What do you think about the chances of you securing the job and the thought of being dismissed from the university?	
Higher level of management support	[34]	 Please describe your relationship with the management in terms of handling your issues seriously. Please share your experience on the level of appreciation towards your work by the higher level of management in the university 	
Compensation and accommodation satisfaction	[35]	4. Please share your level of satisfaction related to salary, gratuity, and other compensation in the university compared with other lecturers.5. What is your opinion about the financial support from the university regarding your accommodation?	
KPI achievability	[36]	6. What is your opinion about your level of commitment to achieving the KPI set by the university and the benefit from the achievement	
Job satisfaction	[37]	7 Please share your level of satisfaction in terms of your freedom in your working environment at the university. 8. Please share your job satisfaction at the university with the current position compared with other public universities in Malaysia	
Turnover intention	[38]	9. We would like you to share with us your thoughts on continuing your service at this university	
Academic policy	[39]	10. Please share your level of satisfaction in terms of fringe benefits offered to you as foreign lecturers at the university.	

Meetings with university lecturers were held in November and December 2019 to get their agreement to take part in the study. To be more explicit, the researcher got in touch with them and invited them to take part in the study after outlining its purpose and parameters. The conversations lasted for about 25 to 30 minutes and took place in the lecturer's office. To help the interviewee and interviewer develop a rapport, the interviews were recorded.

4. Results

Tasks for lecturers are difficult since they must manage a huge workload, handle multiple responsibilities, and mould and educate students^[40]. The study^[41] stated that in relevant to job security, broad unhappiness in the teaching career exists.

4.1. Job security and sense of leaving the university

Job security is an important element and one of the reasons for an employee to be retained in a company. The study^[42] affirmed that job performance could be maintained if job insecurity is handled effectively. Thus, this study shows that the majority of the foreign lecturers in this university felt insecure in their positions. Some of them stated reasons like there is a high tendency for foreign lecturers to be terminated and that they feel insecure. Others said that they feel there is less job security because of less responsibility. On top of that, the respondents said good performance does not indicate security in their jobs. Some of the respondents said that they also felt that the financial problem could be the reason for the possibility of being dismissed.

The following are the transcripts:

Interviewee 4: Well, it depends on whether you are local or international. International, generally they are more likely to be terminated than the locals are because there is a replacement of locals.

Interviewee 6: I think we need more rules and more security. Some lecturers get fired or dismissed.

Interviewee 7: the difference between internationals and locals is that locals have a bit of protection dismissing a local is easy in every place because they have a permanent kind of agreement with the institution or organization, contrary to internationals here in Malaysia and many Muslim countries where you are on a contract basis. Being contract basis carries this nature that after your contract at the end of the contract, your contract may not be renewed.

Interviewee 9: Job security at this university is not stable. Even with good performance job might be gone.

All these responses indicate that there is a highly significant relationship between job security and the sense of turnover intention among foreign lecturers. Thus, if there is less job security lecturers tend to have the intention to leave the university. Hence, there is a negative relationship between job security and turnover intention.

4.2. Compensation and accommodation satisfaction

To entice and keep personnel in a company, compensation is offered. The same reasoning also applies to instructors at universities^[43] when lecturers believe their pay is unfair, they frequently feel unhappy. The lowering of the remuneration program in 2017 has displeased the foreign lecturers at this university. This scheme, which was already established on their contracts, provides them with a bonus for housing expenses and childcare costs even if they are no longer aware of it. To increase lecturers' motivation and thank them for their ongoing effort and commitment, compensation should be provided. Although receiving money might increase motivation, non-cash rewards have a greater positive influence^[44]. The transcription excerpt below demonstrates this point quite clearly.

(Interviewee 1) It is that we get it's almost the same. Previously I was having some extra benefits for internationals from the 90s. Until recently, we used to have until the last year we used to have those extra benefits. For example, the benefit for our children, the benefit for housing and gratuity, yearly tickets, this kind of thing we had, but now everything is strong.

Because of the financial problem now Universities cannot afford and they believe they have to pay a lot to the international staff.

This means that the respondents feel that there is insufficient pay in terms of compensation satisfaction, and the respondents feel unhappy which indicates the sense of increment in turnover intention among lecturers. Thus, the outcome shows that between the intention to leave and compensation satisfaction, there is a negative relationship.

4.3. Job satisfaction and turnover intention

In line with social exchange theory, job satisfaction exists. According to social exchange theory, respect, trust, and care are examples of intangible social costs and benefits^[45]. According to the findings, the lecturers in the university are happy with their working relationship with management. The sovereignty in a job can generate a feeling of control and independence in carrying out the lecturer's responsibilities. Thus, it is found that turnover intention can be minimized. The response is plainly shown in the following transcripts:

Interviewee 2: And I feel total freedom in my classroom, I'm free to discuss whatever I feel comfortable with. I think it's good for the MA and the people of Malaysia. For Humanity, I share with my students, and even in my articles, I have total freedom of expression. I don't find any problem nobody checked on me throughout my stay.

Interviewee 4: I got great appreciation from the management doesn't face any problems. I'm quite satisfied.

Interviewee 5: So we have quite a time for doing research and writing articles like you know having some meetings and the Senate. So in that sense, Alhamdulillah will have freedom.

If lecturers are expected to adhere to rigid guidelines or standards established by the university yet have differing expectations for their tasks, they may become disheartened. This suggests that work happiness and the intention to leave the company have a bad association. Job satisfaction and the intention to leave the company do not, however, correlate favourably according to the response to this question. This is due to the high job satisfaction, which lowers lecturers' intentions to leave their positions.

4.4. KPI achievability and turnover intention

Universities are increasingly trying for higher rankings, which forces them to target skilled and talented people with capital, and resources, and implement excellent governance^[46]. The expectation theory and the KPI are closely related. Employees will be driven to work harder if they believe that putting in more effort will help them achieve their primary goals^[47]. On the side of the university management, some respondents from the foreign lecturers do not have any inconveniences in reaching and meeting the standards. However, a few respondents said that the KPIs are not well balanced according to all fields of study.

Interviewee 1: The change from time to time, but I believe it has to be moderate, balanced, and according to the different needs. The same KPI should not be suitable for everybody.

Interviewee 6: but if you work hard, or work not hard. If you spend all your time on time if you create something new only it does not count you are the same here.

Therefore, there is a negative relationship between KPI achievability and turnover intention. The KPI is not balanced; therefore the turnover intention exists among the lecturers.

4.5. Higher level of management support

When employees are given the freedom to decide how they will schedule, prepare for, and deliver their work, this is referred to as job autonomy. If lecturers are expected to adhere to rigid guidelines or standards established by the university yet have differing expectations for their tasks, they may become disheartened. Therefore, university administration should look at creative ways to expand the job scope and autonomy of academics. This proves Herzberg's theory that lecturers' intention to leave the organization will be reduced when they feel free (intrinsic motivation)^[48]. This is indicated in the transcript below:

Interviewee 1: And I feel total freedom in my classroom, I'm free to discuss whatever I feel comfortable with.

Interviewee 7: In this university, I have never come across this. I have never been restricted by the university that I shouldn't talk about this or should not talk about that.

This would lead to negative turnover intention due to supportive management practices and a positive working environment^[49]. Therefore, having free will in the way, they can choose how to plan their lessons. Hence, there is an increase in satisfaction among foreign lecturers that leads to low turnover intention. The study provides an unfavourable interconnection between job autonomy and turnover intention.

5. Discussion & implication of the study

This study discusses the relationship between job satisfaction and other elements that lead to the turnover intention of foreign lecturers at one of the universities in Malaysia. To study job satisfaction, interview questions containing elements were used to measure intrinsic and extrinsic satisfaction. To achieve the

objective, 10 lecturers were selected through the simple purposive technique. Purposive sampling is a sampling approach in which the informants for the study are chosen from the researcher's judgment. It is also referred to as selective, judgmental, or subjective sampling.

The non-probability sampling technique known as "purposeful sampling" is used when the choices of items to be included in the sample are decided by the researcher. Scholars often ponder that by using outstanding verdicts and gaining a representative sample, they may save money and time^[50].

One of the most significant issues in human resource management is a high rate of turnover; it deprives the universities of qualified lecturers and affects the standard of university education. On the other hand, in this present study, there is no relation between environmental insecurity, age, and qualifications of the lecturers to job satisfaction or turnover intention. Moreover, it is considered that salary, gratuity, and efficient supervision of their work increase job satisfaction and reduce employee turnover intention. For instance, if professors learn that, other businesses have been providing higher salaries and rewards for a similar job scope; their level of satisfaction will decline. To increase their motivation and thank them for their ongoing efforts and dedication, compensation should be offered to them.

To recruit and keep personnel in a company, pay is offered to them. The same reasoning also applies to instructors at universities^[43]. The likelihood of turnover will rise if instructors are not paid as well as locals. Tasks for lecturers are difficult since they must manage a huge workload, take on bigger responsibilities, and mould and educate students^[40]. Evaluation of lecturers must take into account their KPIs, which include teaching, research, supervision, publication, and consulting^[46]. This research demonstrates in such a way that unattainable KPI goals and absence of dedication to the lecturers may raise instructors' intentions to quit.

The support of the supervisor is not a significant factor in the turnover of instructors in Malaysia. The reason to leave the organization is strongly related to compensation, job autonomy, KPI achievability, and job satisfaction. To reduce the turnover intention, the level of autonomy in the job needs to be well managed so that it gives foreign lecturers a sense of liberty and control in carrying out their duties as well as keeping the lecturers happy. Job autonomy also requires immediate supervision, satisfaction with the job, pay, and benefits.

6. Limitations and recommendations for future research

Only one university is covered by the data that was gathered. As a result, the generalizability of this research's findings is constrained. The results of this study cannot be generalized because of the limited sample size. Future studies should focus on numerous universities to portray a detailed condition of the factors that determine a lecturer's intention to leave their position. Future studies might take other potential factors like employment demand, work stress, and work-life balance into account.

7. Conclusion

Many firms have frequently had a serious problem with employee turnover despite of their area, size, or type of enterprise. One of the key segments influencing an employee's intention to leave their job is their level of satisfaction. According to the research, there was a negative correlation between leadership style and foreign professors' intention to leave their positions in numerous fields, and the university involved in this study is not an exception. Foreign lecturers were not treated kindly by the university administration. This study demonstrates a hidden pay and gratuity difference between domestic and international instructors. This study investigates how institutional justice affects the attitudes of teaching faculty (job satisfaction & turnover intention).

Moreover, the administration of the university should put creative ideas into practice to expand the job scope and autonomy of the lecturers. Realistic and useful KPIs should be used since otherwise professors may become frustrated and dissatisfied over time, which could result in their intention to leave. Depending on how well lectures are performing on average, the KPI should be changed. The perception of management and leadership justice by foreign lecturers in Asian culture, as well, as how employment practices may influence a favourable outcome, has not been the subject of many empirical investigations. This study can assist knowledge workers by contributing to closing the gap, which can be clearly understood from the conclusion.

Author contributions

Methodology, SMBBVKSVK; resources, ASDP; data curation, SSBM; writing—original draft preparation, EK; writing—review and editing, IHA; project administration, ASK. All authors have read and agreed to the published version of the manuscript.

Conflict of interest

The authors declare no conflict of interest.

References

- 1. Allen DG, Bryant PC, Vardaman JM. Retaining talent: Replacing misconceptions with evidence-based strategies. Academy of Management Perspectives 2010; 24(2): 48–64. doi: 10.5465/amp.24.2.48
- 2. Ahuja MK, Chudoba KM, Kacmar CJ, et al. IT road warriors: Balancing work-family conflict, job autonomy, and work overload to mitigate turnover intentions. MIS Quarterly 2007; 31(1): 1–17. doi: 10.2307/25148778
- 3. Akgunduz Y, Eryilmaz G. Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing? International Journal of Hospitality Management 2018; 68: 41–49. doi: 10.1016/j.ijhm.2017.09.010
- Choong YO, Keh CG, Tan YT, Tan CE. Impacts of demographic antecedents toward turnover intention amongst academic staff in Malaysian private universities. Australian Journal of Basic and Applied Sciences 2013; 7(6): 46– 54
- 5. Khan Z, Ahmed JU, Sarker S. Faculty mobility in the private universities: Developing country context. KASBIT Business Journal 2010; 3(1): 7–24.
- 6. Rahman MM, Chowdhury S. Job satisfaction and teachers' turnover: A study on private universities in Bangladesh. Bangladesh Research Publications Journal 2012; 7(2): 142–152.
- 7. Chau SL, Dahling JJ, Levy PE, Diefendorff JM. A predictive study of emotional labor and turnover. Journal of Organizational Behavior 2009; 30(8): 1151–1163. doi: 10.1002/job.617
- 8. Jeswani S, Dave S. Impact of organizational climate on turnover intention: an empirical analysis of faculty member of technical education of India. International Journal of Business Management & Research (IJBMR) 2012; 2(3): 26–44. doi: 10.1177/0258042x13484837
- 9. Goi MT. Impact of organizational climate on intentions to leave and job satisfaction. World Journal of Methodology 2014; 5(2): 14–24. doi: 10.21102/wjm.2014.09.52.02
- 10. Anis A, Islam R, Abdullah NA. Challenges faced by Malaysian private HLIs in providing quality education: A thematic analysis. Quality Assurance in Education 2018; 26(3): 349–373. doi: 10.1108/QAE-10-2015-0039
- 11. Jusoh DR, Yue W. Job satisfaction and turnover intention influence of organization performance: Experience at a higher education institution in Shanghai China. Journal of Education and Social Sciences 2019; 13(1): 123–128.
- 12. Maseri M, Tajuddin D, Monil M. Job demand, job resources, burnout, and turnover intention among lecturers in private higher institutions in Sabah. International Journal of Academic Research in Business and Social Sciences 2022; 12(8): 1504–1511. doi: 10.6007/IJARBSS/v12-i8/14718
- 13. Rathakrishnan T, Imm NS, Kok TK. Turnover intentions of lecturers in private universities in Malaysia. Social Sciences & Humanities 2016; 24: 129–146.
- 14. Khatri N, Fern CT, Budhwar P. Explaining employee turnover in an Asian context. Human Resource Management Journal 2001; 11(1): 54–74. doi: 10.1111/j.1748-8583.2001.tb00032.x
- 15. Naumann E. A conceptual model of expatriate turnover. Journal of International Business Studies 2007; 23(3): 499–531. doi: 10.1057/palgrave.jibs.8490277
- 16. Glissmeyer M, Bishop JW, Fass RD. Role conflict, role ambiguity and intention to quit the organization: the case of law enforcement officers. In: Proceedings of the Decision Sciences Institute Annual Conference, 38th Southwest; 2–5 March 2022; New Orleans, LA. pp. 458–469

- 17. Aydogdu S, Asikgil B. An empirical study of the relationship among job satisfaction, organizational commitment, and turnover intention. International Review of Management and Marketing 2011; 1(3): 43–53.
- 18. Ghayyur M, Jamal W. Work-family conflicts: A case of employees' turnover intention. International Journal of Social Science and Humanity 2012; 2(3): 168–174. doi: 10.7763/ijssh.2012.v2.90
- 19. Alam MM, Mohammad JF. Level of job satisfaction and intent to leave among Malaysian nurses. Business Intelligence Journal 2010; 3(1): 123–137.
- 20. Kraut AI. Predicting turnover of employees from measured job attitudes. Organizational Behavior and Human Performance 1975; 13(2): 233–243. doi: 10.1016/0030-5073(75)90047-1
- 21. Carley K. Organizational learning and personnel turnover. Organization Science 1992; 3(1): 20–46. doi: 10.1287/orsc.3.1.20
- 22. Wolf MG. Nedd gratification theory: A theoretical reformulation of job satisfaction/dissatisfaction and job motivation. Journal of Applied Psychology 1970; 54(1, Pt.1): 87–94. doi: 10.1037/h0028664
- 23. Ali N. Factors affecting overall job satisfaction and turnover intention. Journal of Managerial Sciences 2008; 2(2): 239–252.
- 24. Chatzoglou PD, Vraimaki E, Komsiou E, et al. Factors affecting accountants' job satisfaction and turnover intentions: A structural equation model. In: Proceedings of the 8th International Conference on Enterprise Systems, Accounting, and Logistics; 11–21 July 2011; Thassos Island, Greece. pp. 130–147.
- 25. Samad S. The contribution of demographic variables: job characteristics and job satisfaction on turnover intentions. Journal of International Management Studies 2006; 1(1): 1–12.
- 26. Rahman A, Naqvi SMMR, Ramay MI. Measuring turnover intention: A study of IT professionals in Pakistan. International Review of Business Research Papers 2008; 4(3): 45–55.
- 27. Herzberg F, Mausner B, Snyderman BB. The Motivation to Work. John Wiley & Sons; 1959.
- 28. Herzberg F. One More Time: How Do You Motivate Employees? Harvard Business Review; 1968.
- 29. Chiat LC, Panatik SA. Perceptions of employee turnover intention by Herzberg's motivation-hygiene theory: A systematic literature review. Journal of Research in Psychology 2019; 1(2): 10–15. doi: 10.31580/jrp.v1i2.949
- 30. Creswell JW, Hanson WE, Clark Plano VL, Morales A. Qualitative research designs: Selection and implementation. The Counseling Psychologist 2007; 35(2): 236–264. doi: 10.1177/0011000006287390
- 31. DiCicco-Bloom B, Crabtree BF. The qualitative research interview. Medical Education 2006; 40(4): 314–321. doi: 10.1111/j.1365-2929.2006.02418.x
- 32. Neubauer BE, Witkop CT, Varpio L. How phenomenology can help us learn from the experiences of others. Perspectives on Medical Education 2019; 8(2): 90–97. doi: 10.1007/s40037-019-0509-2
- 33. Amutuhaire, T. (2010). Terms Of Service And Job Retention Among Academic Staff In (Doctoral dissertation, Makerere University, Kampala).
- 34. Zimet GD, Dahlem NW, Zimet SG, Farley GK. The multidimensional scale of perceived social support. Journal of Personality Assessment 1988; 52(1): 30–41. doi: 10.1207/s15327752jpa5201_2
- 35. Jun M, Cai S, Shin H. TQM practice in maquiladora: Antecedents of employee satisfaction and loyalty. Journal of Operations Management 2006; 24(6): 791–812. doi: 10.1016/j.jom.2005.09.006
- 36. Hollenbeck JR, Klein HJ, O'Leary AM, Wright PM. Investigation of the construct validity of a self-report measure of goal commitment. Journal of Applied Psychology 1989; 74(6): 951–956. doi: 10.1037/0021-9010.74.6.951
- 37. Taylor JC, Bowers DG. Survey of Organization: A machine-scored standardized questionnaire instrument. 1972.
- 38. Yurchisin J, Park J, O'Brien M. Effects of ideal image congruence and organizational commitment on employee intention to leave. Journal of Retailing and Consumer Services 2010; 17(5): 406–414. doi: 10.1016/j.jretconser.2010.04.002
- 39. Seng CC, Theng CS, Ling LS, et al. The Effect of Big Five Personality on Job Performance: Job Autonomyas the Moderator [Bachelor's thesis]. University Tunku Abdul Rahman; 2013.
- 40. Awang Z, Ahmad JH, Zin NM. Modelling job satisfaction and work commitment among lecturers: A case of UiTM Kelantan. Journal of Statistical Modeling and Analytics 2010; 1(2): 45–59.
- 41. Dhanapal S, Alwie S binti M, Subramaniam T, et al. Factors affecting job satisfaction among academicians: A comparative study between gender and generations. International Journal of Management Excellence 2013; 2(1): 128–139. doi: 10.17722/ijme.v2i1.33
- 42. Qian S, Yuan Q, Niu W, Liu Z. Is job insecurity always bad? The moderating role of job embeddedness in the relationship between job insecurity and job performance. Journal of Management & Organization 2022; 28(5): 956–972. doi: 10.1017/jmo.2018.77
- 43. Masum AKM, Azad AK, Beh LS. Determinants of academics' job satisfaction: Empirical evidence from private universities in Bangladesh. PloS One 2015; 10(2): e0117834. doi: 10.1371/journal.pone.0117834
- 44. Waqas Z, Saleem S. The effect of monetary and non-monetary rewards on employee engagement and firm performance. European Journal of Business and Management 2014; 6(31): 73–82.

- 45. Xerri M. Workplace relationships and the innovative behaviour of nursing employees: A social exchange perspective. Asia Pacific Journal of Human Resources 2012; 51(1): 103–123. doi: 10.1111/j.1744-7941.2012.00031.x
- 46. Masron TA, Ahmad Z, Rahim NB. Key performance indicators vs key intangible performance among academic staff: A case study of a public university in Malaysia. Procedia-Social and Behavioral Sciences 2012; 56: 494–503. doi: 10.1016/j.sbspro.2012.09.681
- 47. Thompson JA. Explaining and Predicting Rural Turnover Intentions and Behaviors in Charleville, Australia [PhD thesis]. Southern Cross University; 2008.
- 48. Joarder MHR, Sharif MY. The intervening effects of affective commitment on HRM practices and turnover intention relationship: An evidence from non-Western context. ABAC Journal 2012; 32(1): 16–32.
- 49. Kurniawaty K, Ramly M, Ramlawati R. The effect of work environment, stress, and job satisfaction on employee turnover intention. Management Science Letters 2019; 9(6): 877–886. doi: 10.5267/j.msl.2019.3.001
- 50. Black K. Business Statistics: For Contemporary Decision Making, 6th ed. John Wiley & Sons; 2019.